
**UNITED STATES MARINE CORPS
THE BASIC SCHOOL
MARINE CORPS TRAINING COMMAND
CAMP BARRETT, VIRGINIA 22134-5019**

INTELLIGENCE/ ROAD TO WAR STUDENT HANDOUT

Intelligence

Introduction

The purpose of this period of instruction is to introduce how the Marine Corps' intelligence doctrine supports combat operations. It will:

- Explain the differences between intelligence and information.
- Provide insight into the relationship between intelligence/information and operations at the company and platoon level.
- Present an overview of the Marine Corps' organic intelligence assets.
- Cover individual roles and responsibilities in the intelligence process.

Importance

Everyone has a part in intelligence

- Some will be Intelligence Officer
- Some will be Commanders
- "Every Marine a Collector"
- All will be Consumers of Intelligence

Importance and Relationship to Planning. Intelligence drives operations by providing the platoon commander with an understanding of the battle-space. As the platoon commander plans intelligence provided from higher, and information collected by the platoon provides critical inputs to the tactical thought process, allowing the platoon commander to make accurate assumptions in enemy activity that will subsequently determine the scheme of maneuver. The less accurate or meaningful the intelligence inputs into the tactical thought process, the less accurate the platoon commander's estimation of the enemy's scheme of maneuver, as more assumptions are made to fill information gaps. The result is a friendly scheme of maneuver that inherently assumes more risk as the estimation of the enemy's most likely course of action decreases in accuracy.

Importance to Execution. Intelligence that provides greater situational awareness during analytical planning enhances the platoon commander's ability to recognize changes in the situation during execution, improving the platoon commander's judgment. Intelligence updates during execution allows the platoon commander to rapidly observe and orient on changes in the situation gaining an advantage over the enemy in decision making speed.

Importance of Quality. Given its importance to planning and execution, the quality and completeness of the intelligence gathered is critical to success. An organized and dynamic process to substantiate or refute enemy action provides indications and warning of hostile action, prevents surprise, and reduces risk from enemy actions. If the intelligence is flawed, inaccurate, or the process not organized, the decisions made by the platoon commander will be equally as flawed. Therefore the platoon commander has a vested interest to ensure the quality of the information sent to higher.

In This Lesson

What you should take away from this class is the knowledge of how to:

- Exploit intelligence and information on the enemy, weather, and terrain to successfully accomplish your mission.
- Determine which organic intelligence assets can satisfy your additional intelligence/information requirements.
- Identify information of immediate tactical value.
- Use intelligence to aid you in the decision making process during the conduct of operations.

This lesson covers the following topics:

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Intelligence (Continued)

Learning Objectives

Terminal Learning Objectives

There are no Terminal Learning Objectives for this class.

Enabling Learning Objectives

There are no Enabling Learning Objectives for this class.

Information vs. Intelligence

Information	<p><u>Unevaluated</u> material of every description, including that derived from observations, reports, rumors, imagery, and other sources which, when processed, <i>may</i> produce intelligence.</p>
Combat Information	<p>Unevaluated data gathered by or provided directly to the tactical commander because of its highly perishable nature, or the criticality of the situation; cannot be processed into tactical intelligence. Combat information will make up the majority of information that combat leaders will have at their disposal on which to make their decisions and act.</p>
Intelligence	<p>The product resulting from the <u>collection, evaluation, analysis, integration, and interpretation</u> of all available information which concerns one or more aspects of nations or of areas of operations and which is immediately or potentially significant to military planning and operations. To be considered intelligence, data must be placed in a context to provide an accurate and meaningful image of the hostile situation.</p>
Tactical Intelligence	<p>The knowledge of the enemy, weather, and geographic features, which a commander requires for the planning and conduct of combat operations. Tactical intelligence should:</p> <ul style="list-style-type: none">• Describe the operational environment.• Identify key factors in the operational environment that could potentially influence operations.• Define and evaluate threat capabilities (strengths and weaknesses).• Identify the enemy's center of gravity and critical vulnerabilities.• Assess potential enemy intentions. <p>The three key elements of tactical intelligence are:</p> <ul style="list-style-type: none">• Terrain.• Weather.• Enemy.

Information vs. Intelligence (Continued)

Tactical Intelligence (Continued)

Terrain. Depending on the type of terrain and our mission, weather will either have a positive or negative effect on mission accomplishment, limiting the enemy's COAs or their ability to react effectively to our actions. Terrain, which would normally support operations, may become impassable or untenable due to weather.

Weather. When determining how weather will affect friendly/enemy operations consider the following:

- Personnel. Temperature extremes, precipitation, and low visibility are just some of the factors that affect the human dimension of combat operations. Since weather affects all forces, the side that uses this intelligence/information in their planning will minimize the effects on the human element. Factors for special consideration may include, but are not limited to:
 - The need for specialized equipment and clothing.
 - Preparations for dealing with heat and cold injuries.
 - Providing for additional sustenance and water requirements for troops.
- Tactics. Regardless of the type of operation, weather will always have a role in the planning and conduct of an operation. Weather is the primary modifier of tactics. The tactics we may wish to use to accomplish our mission may not be feasible due to weather conditions, in which case, an alternate COA may have to be adopted. Utilizing weather intelligence can prevent wasting time developing plans that will be impossible to execute due to adverse weather and may also aid in determining what enemy COAs are possible.
- Logistics. Weather directly and indirectly (on terrain) affects our logistics capabilities. Winds, precipitation, visibility, and temperature will impact such logistics-minded factors as:
 - Amphibious offloads.
 - Resupply route trafficability.
 - Procurement of specialized equipment.
 - Types and amounts of supplies necessary to conduct operations.

Information vs. Intelligence (Continued)

Tactical Intelligence (Continued)

Enemy. Determine the enemy's composition/disposition/strength and capabilities/limitations against the friendly mission/SOM. After determining this, determine enemy's most likely course of action (EMLCOA).

Identify *exploitable vulnerabilities* associated with the EMLCOA to aid in planning a friendly COA that will maximize effects against that critical vulnerability. *The commander is ultimately responsible for deciding what the likely enemy actions will be and how he will tailor his operations to exploit the enemy's vulnerabilities.*

METT-TC. Intelligence can provide information on the enemy and terrain portion of your tactical planning. This intelligence will likely be at the Battalion level and will require analytical thought from the Platoon Commander for his/her specific mission.

Objectives and Functions of Intelligence

Command and control is about making decisions. The primary objective of intelligence is to provide accurate, timely, and relevant knowledge about the enemy (or potential enemy) and the surrounding environment to support the decision making process by reducing uncertainty about the hostile situation to a reasonable level – recognizing, of course, that the fog of war renders anything close to absolute certainty impossible.

The secondary objective is to assist in protecting friendly forces through counterintelligence.

Uncertainty is an attribute of war and pervades any battlefield; it can *never* be eliminated. Intelligence seeks to cut through the fog of war in order to support the commander's decision making and planning process. To achieve this reduction in the commander's unknowns, intelligence must accomplish four specific actions:

- Identify and evaluate existing environmental conditions and threat capabilities.
- Estimate possible enemy courses of action (both present and future) based on environmental conditions and enemy capabilities.
- Identify friendly vulnerabilities that the enemy may exploit in their Course of Action (COA).
- Using this intelligence, assist in the development and evaluation of friendly COAs

Objectives and Functions of Intelligence (Continued)

Intelligence deals with unknowns: questions about any unfamiliar area and an independent, hostile enemy who is actively trying to conceal information about his forces and his intentions. Therefore, intelligence gaps will always exist. The best that intelligence can do is to *reduce these gaps* — uncertainty — to a reasonable level, which will aid the commander's decision making.

- Intelligence Functions**
- Support the commander's initial estimate of the situation to assist decision making and planning.
 - Develop the situation — provide the commander continuous situational awareness to permit flexibility or exploitation of opportunities.
 - Provide Indications and Warning (I&W) to help prevent the enemy from achieving surprise and allow the commander to be proactive vice reactive to enemy actions.
 - Support force protection — identifying, locating, and countering the enemy's reconnaissance and surveillance assets, intelligence apparatus, and sabotage/terrorism capabilities.
 - Support the targeting process — identifying targets, target systems, critical nodes, and high-value/high payoff targets.
 - Support combat assessment — essential to determining the overall effectiveness of combat operations.

The Intelligence Cycle

The intelligence cycle is a series of related and continuous activities that translate the need for intelligence about a particular aspect of the operational environment or threat into a knowledge-based product that operation planners receive to aid in decision making. During this cycle:

- Intelligence needs are identified.
- A plan is formulated and directions are given for satisfying those needs.
- Information is *collected, processed, and exploited* for usable intelligence.
- That usable intelligence is then transformed into a tailored, useful intelligence *product*.
- That product is *disseminated* and *utilized* by a commander or unit.

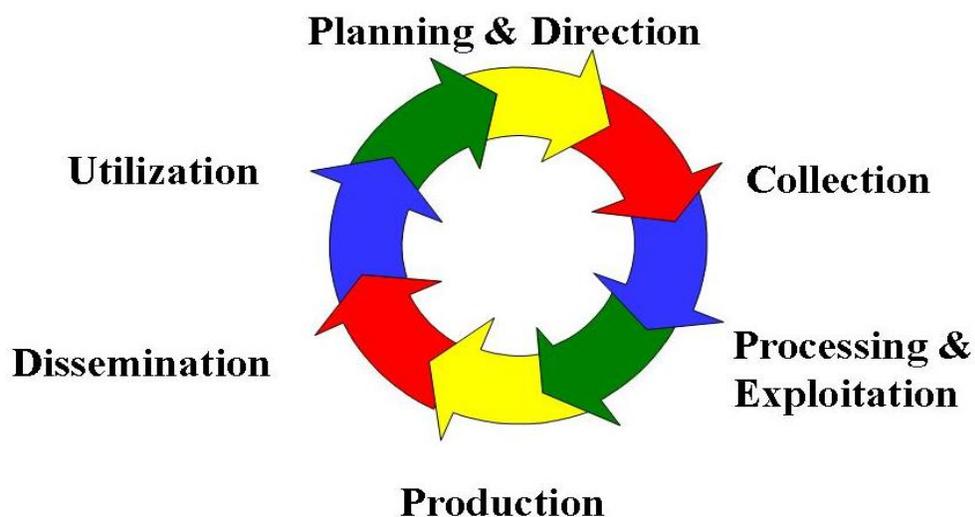
The six interdependent phases of the intelligence cycle (see diagram below) are:

- Planning and Direction.
- Collection.

The Intelligence Cycle (continued)

- Processing and Exploitation.
- Production.
- Dissemination.
- Utilization.

It is important that the platoon commander understands the intelligence cycle to determine the impact the platoon has on the cycle. The information collected in preparation and execution will potentially have implications beyond the platoon commander's own mission, becoming reconcilable data to build intelligence and situation awareness for the managing unit and higher. As a result, every Marine in the platoon is a collector during tactical operations to include interactions with civilian, enemy, and friendly elements.



The Intelligence Cycle (Continued)

Planning and Direction Phase

Because the possible questions about the enemy and the area of operations are practically infinite, and intelligence assets are limited, the intelligence effort must be well organized. The key to organizing and prioritizing your limited assets is an understanding of:

- Your mission.
- The commander's intent.
- The use of priority intelligence requirements (PIRs) and intelligence requirements (IRs).

Intelligence Requirement (IR). IRs are “stuff we'd *like* to know,” but usually will not affect mission accomplishment if we don't know. IRs can cover the entire spectrum of information needed concerning the operational environment and threat.

Priority Intelligence Requirement (PIR). A PIR is an intelligence requirement associated with a decision that will critically affect the overall success of the unit's mission. PIRs are always listed in priority order.

In designating PIRs, the commander establishes:

- What he wants to know (intelligence required).
- Why he wants it (linkage to operational decision making).
- When he needs it (LTIOV [Last Time Information is Of Value]).
- How he wants it (format and method of delivery).

Common Characteristics of PIRs. All PIRs share these common characteristics. Each asks only *one* question and:

- Focuses on a *specific* fact, event, or activity concerning the enemy or the operational environment.
- Is tied to a *specific* decision point in mission planning or execution.
- Provides a clear, concise statement of what intelligence is required.
- Contains geographic and time elements to focus the requirement.

The Intelligence Cycle (Continued)

Planning and Direction Phase (cont.)

The Managing Unit. The managing unit commander initiates and focuses the intelligence cycle by identifying mission specific requirements or IR's. IR's that the managing unit commander deems critical to mission execution are known as commander's critical information requirements (CCIRs). The three types of CCIRs that focus collection efforts and intelligence security by collection assets and subordinate units are: priority intelligence requirements (PIRs), essential elements of friendly information (EEFIs), and friendly force information requirements (FFIRs). A PIR is a CCIR which triggers a decision by the commander of the managing unit which will likely change the course of the plan developed. An EEFI is information the enemy seeks to know about the commander's forces, and therefore requires security. The CCIR related to an EEFI demands notification to the commander of the managing unit of the compromised essential information. An FFIR is information concerning the friendly forces that the commander of the managing unit must know in order to assess his plans and execution. Intelligence requirements can also originate from a request for information (RFI) submitted by subordinate units. If the managing unit cannot answer the RFI, they establish an IR. The commander of the managing unit then prioritizes and identifies CCIRs as appropriate. The end-result is an intelligence plan to support planned or ongoing operations, supervised by the intelligence officer.

The Platoon. The platoon commander impacts planning and direction several ways. First, because the platoon is an effective method of collection for the managing unit, the platoon commander must understand his role in the intelligence plan. If the platoon commander is unaware of his role in the plan, there will be missed collection opportunities. Second, the platoon commander needs to know what information the managing unit requires. If the platoon commander is unaware of the CCIRs, the platoon's collection efforts will produce little reconcilable data. Finally, during planning and direction, the managing unit may provide assets to the platoon commander to reinforce collection efforts. If the platoon commander is not aware of the collection plan, allocated assets will be misused.

The Intelligence Cycle (Continued)

Collection Phase **General.** The collection phase is the execution of the collection plan determined during planning and direction. It involves the gathering, reception, and management of information. Collection occurs prior to and during the conduct of a mission. Collection prior to the execution of a mission may include the platoon commander depending on the mission and situation. More frequently, assets from higher conduct collection prior to execution provide the intelligence to the platoon commander for utilization in planning. During execution, the platoon becomes a valuable collection asset due to the proximity to changes in the situation and knowledge of the operating environment.

The Managing Unit. The managing unit may have several tools to collect information. These include organic assets such as scout snipers, unmanned aerial vehicles, and platoons; attached assets such as human intelligence exploitation teams; and theatre assets. During planning and direction, the managing unit allocates collection assets to support the collection plan. During the execution of the collection plan, these sources mutually reinforce each other increasing the effectiveness of collection.

The Platoon. Once operating, Marines quickly establish a baseline of environmental characteristics, as it relates to human, cultural, and physical terrain, and become the managing unit's primary means of collection. Marines rapidly identify changes in the situational baseline and are able to gather the information associated with that change. Whether on reconnaissance patrol or a deliberate attack, every Marine in the unit observes or hears important information that may be the missing piece of information needed for decision making.

During this phase:

- The collection operations are planned.
- Assets are positioned to perform their responsibilities of collecting the information and reporting it back to the appropriate unit/section. Balance the capabilities and limitations of all collection assets in order to maximize effectiveness and provide redundancy in collection.
- PIRs & IRs are re-evaluated and updated.

The Intelligence Cycle (Continued)

Processing and Exploitation Phase

Processing and exploitation is the third phase of the intelligence cycle. The managing unit conducts this phase to convert raw data to a form suitable for intelligence production. Examples of processing and exploitation include developing and interpreting a piece of film, translating a foreign-language text, or decoding an encrypted radio report. Not all information requires processing; some is collected in a form already suitable for production. This is a pertinent point for the platoon commander. If the platoon commander executes collection and communicates the information to the managing unit in such a fashion that limits the need for processing, then the managing unit will be able to disseminate intelligence quicker.

Production Phase

During the production phase, information is:

- Evaluated to determine relevancy, reliability, and accuracy.
- Analyzed to isolate specific, significant elements.
- Integrated with other information and previously developed intelligence.
- Applied to estimate possible COAs.
- Produced in a format that will be usable by all who need it.

Dissemination Phase

Getting relevant intelligence to the commander and subordinate units soon enough to enable him to plan and conduct operations, vice react to the enemy's own actions, is the goal of the dissemination phase. The intelligence must be:

- In a usable format.
- Accurate to the best of abilities.
- Timely.
- Disseminated with adequate security.

Utilization Phase

The value of intelligence is realized only when it is applied to support the commander and operations.

At the Platoon Level. The platoon commander must understand that intelligence serves no purpose unless it is exploited through decision and action. In addition, if the platoon commander does not have the intelligence needed to support his decision-making, the intelligence created by the managing unit is useless and the platoon commander's planning is encumbered. Therefore, it is the platoon commander's responsibility to ensure he has the intelligence needed to plan. If during the course of planning, the platoon commander is unable to validate enemy assumptions, he should submit a RFI to the managing unit. There are several intelligence products the managing unit may provide to the platoon commander to facilitate planning.

Intelligence and Operations

Principles of Intelligence Operations

The Marine Corps' Warfighting philosophy of "intelligence drives operations" depends on timely, accurate intelligence for success. Inherent in this principle is that intelligence operations:

- Remain flexible.
- Use imagination.

Intelligence and Operations

Intelligence drives operations by providing the platoon commander with an understanding of the battle-space. As the platoon commander plans intelligence provided from higher, and information collected by the platoon provides critical inputs to the tactical thought process, allowing the platoon commander to make accurate assumptions in enemy activity that will subsequently determine the scheme of maneuver.

Intelligence shapes Friendly Courses of Action by identifying the enemy's surfaces and gaps, formulates the enemy's most likely course of action and determines the weather and terrain effects on operations. In the absence of an intelligence officer, the platoon commander can do this at his level.

Based on minor observations of the enemy, the platoon commander can determine the enemy's center of gravity and critical vulnerability, enemy's most likely course of action, and the terrain and weather effects on his objective. Furthermore, the platoon commander needs to inform his/her Marines in great detail. It is not enough to determine the enemy's center of gravity as a defensive position; what about the defensive position makes the enemy strong? Similarly, the enemy critical vulnerability should not be that the enemy has a small size; what about his size is exploitable?

Intelligence Push vs. Intelligence Pull

Intelligence is focused downward. “Intelligence push” sends critical intelligence to the tactical commander. Special attention should be given to answering these three questions:

- What do I know?
- Who needs to know it?
- Have I told them?

“Intelligence pull” allows the commander to receive additional intelligence support as needed from higher sources.

Intelligence collection activities require centralized management and decentralized execution because of the coordination required between separate and usually specialized assets to fulfill the commander’s intelligence requirements. Intelligence must be fully and continuously involved in the operations planning process. Intelligence provided must be timely, accurate, disseminated to those who need it, and finally, acted upon by the unit to which it has been given.

End-State

Operational Units / Collection Assets push raw **information** to the S-2 / Intelligence section.

Resulting **intelligence** products are utilized by the commander to support & drive operations.

MAGTF Collection Assets

Introduction

The scarcity of specialized intelligence assets, coupled with the requirement to integrate and focus intelligence operations on satisfying the command's PIRs/IRs, creates the need for centralized leadership of the intelligence effort. At the same time, the Marines tasked with executing intelligence operations are duty experts in their disciplines and should be given latitude in the conduct of intelligence operations. Therefore, intelligence planning takes on a centralized command and control aspect, while the actual execution is still decentralized.

Intelligence units whose capabilities support the entire MAGTF are retained under the operational control of the MAGTF commander. The MAGTF G-2/S-2 provides centralized direction for these assets, facilitating the:

- Unity of effort.
- Production of all-source intelligence.
- Effective employment of the limited assets in support of the requirements of the entire MAGTF.

Subordinate elements of the MAGTF retain organic intelligence assets appropriate to their mission and level of command (e.g., division's reconnaissance battalion and battalion's scout sniper platoon). MAGTF level intelligence units are concentrated in the intelligence battalion and radio battalion to enhance centralized command and control of these limited assets.

The organic intelligence assets in the Marine Corps are categorized as:

- Ground combat element intelligence assets.
- Radio battalion (RadBn).
- Intelligence battalion.
- Air combat element intelligence assets.

MAGTF Collection Assets (Continued)

Ground Combat Element Intelligence Assets

- **Line Companies/Battalions.** Due to the pervasiveness of these units throughout the operational environment, they are the most abundant source of information for the intelligence hierarchy. Regardless of the unit's mission, Marines are always:
 - Conducting patrols.
 - Establishing observation posts (OP)/listening posts (LP).
 - Conducting or escorting convoys.
 - Generally moving throughout the operational environment.

The limited assets specifically tasked to conduct collection and intelligence missions cannot be everywhere we would like them to be, and even if they are, enemy actions may be taking place elsewhere. All Marines must understand their role as information collectors, and the benefits they reap if they remain alert and aware of their surroundings, and report their observations to higher.

- **Division Reconnaissance Battalions.** These units are in general support (GS) to the division. Their mission is to conduct pre- and post-assault reconnaissance for the ground combat element (GCE). Some of their mission taskings may include:
 - Reconnaissance and surveillance (R&S) of GCE objectives.
 - Limited hydrographic studies.
 - Confirmatory beach reporting.
 - Boat initial terminal guidance (ITG).
 - Route reconnaissance.
 - Helicopter Landing Zone studies and ITG.
 - Terminal control of supporting arms.
 - Most importantly, observation and reporting on the command's PIRs/IRs.

MAGTF Collection Assets (Continued)

Ground Combat Element Intelligence Assets (Continued)

- **Scout Sniper Platoon.** Battalions have one scout sniper platoon which is GS to the battalion. Although the eyes and ears for the battalion commander, the scout sniper platoon may be put in direct support (DS) of a company based on the priority given to that unit's mission. The scout snipers' missions and taskings are generally the same as those of the reconnaissance battalion. However, scout snipers normally don't operate as deep into enemy territory and generally remain within the battalion's area of operations or area of influence. In addition to their R&S missions, scout snipers also have the capability of offensive action by "delivering long range, precision fires on selected targets."
- **Light Armored Reconnaissance Battalion (LAR).** LAR, because of its mobility, firepower, and ability to act independently, generally operates as another maneuver force. However, its missions of conducting route, zone, and area reconnaissance make it a vital intelligence collection asset. The LAR battalion is particularly suited for: Highly mobile ground reconnaissance; Deep reconnaissance; Counter-reconnaissance.

A LAR Battalion:

- Can support the MAGTF at the operational and tactical level of war by providing information that helps a commander determine when and where to accept or refuse battle.
- Performs reconnaissance in accordance with the overall collection plan.
- Does not supplant the contributions of other reconnaissance elements.
- Operates overtly, relying on mobility, maneuverability, firepower and the mutual support of LAR mission role variants to accomplish reconnaissance missions.
- Possess the capability to further develop the situation after gaining enemy contact and may conduct limited objective attacks to secure lightly defended terrain

MAGTF Collection Assets (Continued)

Ground Combat Element Intelligence Assets (Continued)

- **Radio Battalion (RadBn).** RadBn provides ground-based and limited aerial-based signals intelligence (SIGINT) and electronic warfare (EW) capability to support MAGTF operations. In addition to directing the employment of its subordinate elements, RadBn acts as the focal point for MAGTF SIGINT operations by planning, coordinating, and conducting the collection activities of supporting and organic assets.

Some of the RadBn missions are to:

- Conduct interception, radio direction finding (DF), recording and analysis of communications intelligence (COMINT) and non-communications signals (ELINT), and all SIGINT processing, analysis, production, and reporting.
- Conduct EW operations to include electronic attack (EA), electronic support (ES), and electronic protect (EP), against enemy C2 architecture.
- Conduct communication security (COMSEC) monitoring of friendly forces to protect communications.
- Provide radio reconnaissance teams (RRT) with special insertion/extraction capabilities to provide specified SIGINT and EA support during advance force, pre-assault, and post-assault operations. (MCWP 2-15.2, *Signals Intelligence*)

MAGTF Collection Assets (Continued)

Ground Combat Element Intelligence Assets (Continued)

- **Intelligence Battalion.** The intelligence battalion resides under MEF command and is GS to the MEF. The intelligence battalion provides highly specialized, technical support to intelligence operations in the form of:
 - Imagery intelligence (IMINT).
 - Sensor employment.
 - Human intelligence (HUMINT).

Intelligence battalion establishes and mans an intelligence operations center and surveillance and reconnaissance center (SARC) under the staff cognizance of the G-2/S-2, providing centralized command and control of MAGTF organic collection assets and all-source fusion of the information collected and reported. Some of the units within the intelligence battalion are the:

- Counterintelligence (CI)/HUMINT Company. This unit provides a commander with organic assets trained to operate clandestinely within the indigenous population in an area of operations (AO). Interrogator-translator teams also allow the commander to interrogate enemy prisoners of war (EPWs) or interview locals for pertinent information. They are tasked to provide intelligence to the commander regarding force protection issues and the command's vulnerability to subversion, sabotage, espionage, and terrorism.
 - Imagery Intelligence Platoon (IIP). Provides imagery intelligence from both organic and national assets to support operations and targeting.
 - Ground Sensor Platoon (GSP). Employs numerous types of sensors, including seismic, magnetic, infrared, and thermal, to provide indications and warning (I&W), targeting information, and queuing for intelligence collection.
 - Topographic Platoon. Provides 3-D and other visual graphic intelligence products to support operation planning.

MAGTF Collection Assets (Continued)

Air Combat Element (ACE) Intelligence Assets

Just as in the GCE, the Air Combat Element (ACE) has S-2s organic to the squadron, group, and wing levels. In addition, the ACE table of organization maintains specialized aerial collection assets. The unmanned aerial vehicle (UAV) squadron, within the 2nd and 3rd Marine Air Wings, provides real-time imagery intelligence and direct support to targeting and terminal control of supporting arms. Another collection asset currently being fielded is the Advanced Tactical Airborne Reconnaissance System (ATARS), which is a collection system, designed to attach to the F/A-18. Eventually, the Marine Corps intends to field enough of the F/A-18 ATARS aircraft that they will be strictly a reconnaissance platform. In addition, three EA6B Prowler electronic attack aircraft squadrons are in the Marine Corps inventory, based at Cherry Point and Iwakuni, Japan. Because of their capabilities, the EA-6Bs have been designated as national assets. However, due to their frequent forward deployment, they may be available to provide airborne EW support to tactical commanders.

Intelligence: Roles and Responsibilities

Commander's Responsibilities

Intelligence is an inherent and essential responsibility of command. Just as command and operations are inseparable, so it is with intelligence. Commanders must:

- **Focus the intelligence effort.** This is the most important responsibility the commander has in the intelligence process. Without effective guidance, the intelligence effort may wander off the mark and not fulfill the commander's intelligence requirements, which should be assisting in his decision making process. The commander uses his commander's intent, PIRs/IRs, and additional guidance to articulate the command's priorities and concept of intelligence support. These measures should ensure that the limited collection assets are directed at the intelligence requirements that the commander feels are vital to mission accomplishment.
- **Participate in the intelligence process.** The commander is ultimately responsible for the results of the intelligence effort. The commander must understand:
 - The capabilities and limitations of the systems and Marines conducting the effort.
 - The special requirements and equipment which may be needed.
 - Finally, what types of products are available for his use?
- **Use intelligence in decision making.** All of the effort is for nothing if the commander doesn't utilize the intelligence that is collected and produced. Ultimately, the commander must use his knowledge of intelligence operations, coupled with his own operational experience to make decisions, which will affect the entire unit.
- **Support the intelligence effort.** The commander must be prepared to allocate sufficient resources to the intelligence mission, whether they be logistics (special equipment/transportation), command and control assets (radios/additional frequencies), or combat power (protection for R&S teams/react forces).

Intelligence: Roles and Responsibilities (Continued)

Commander's Responsibilities (Continued)

- **Evaluate the results of intelligence activities in the form of feedback.** This feedback must identify where the intelligence provided met the commander's expectations and where it came up short. The flow of combat information (up, down, and laterally) is critical — he and his subordinates primarily rely on this to make decisions, especially during ongoing combat operations.

S-2 (Unit Intelligence Officer) Responsibilities

The intelligence officer manages the effort for the commander, acting as the principle advisor on intelligence and implementing activities that carry out the commander's intelligence responsibilities. The intelligence officer is a full participant in the commander's decision making process, ensuring that intelligence is effectively utilized during all phases, from mission planning through execution. Key responsibilities are to:

- Facilitate understanding and use of intelligence in the planning and execution of operations.
- Support situation development and the commander's estimate of the situation through the identification of enemy capabilities, strengths, and vulnerabilities, as well as opportunities and limitations presented by the environment.
- Assist the commander in developing PIRs/IRs.
- Ensure the command's intelligence requirements are received, understood, and acted upon by organic and supporting intelligence assets.
- Monitor the effective flow of intelligence throughout the command.
- Provide battle damage assessment (BDA) and functional system assessment data and analysis to aid the combat assessment process.

Intelligence: Roles and Responsibilities (Continued)

Individual Marine's Role in the Intelligence Process

The individual Marine, whether an infantryman, truck driver, or aviator — “goes everywhere and sees everything.” Due to the needs of timeliness, every Marine must be an information collector on the battlefield. Units “in contact” are the primary means by which information is developed and reported.

Examples of information that should be reported to the S-2 as quickly and by the most secure means available are:

- Information gained as a result of mission.
- Enemy operations.
- Miscellaneous operations.

Individual Marines' collection and reporting of information during the normal conduct of operations allows the S-2 to gain a better overall picture of the enemy's capabilities and intentions. This translates into better situational awareness for the tactical commander and subordinate units allowing them to fight smarter and save lives.

Report Examples

Following are examples of reports or information that would be gathered and sent to higher because of enemy contact or actions by the unit.

- **Situation Report (SITREP):** Used to give a brief synopsis to higher of a unit's:
 - Location.
 - Past and planned activities.
 - Any support requirements.

Intelligence: Roles and Responsibilities (Continued)

Report Examples (Continued)

- **Contact Report (CONTACREP):** Used to report briefly and concisely any enemy contact by consolidating the most important elements of the SITREP and CASREP, while allowing the unit commander to focus on resolving the present situation.
- **Enemy Sighting Report (SPOTREP):** Commonly referred to as the SALUTE report, the SPOTREP provides for detailed reporting of:
 - Size.
 - Activity.
 - Location.
 - Unit.
 - Time.
 - Equipment.

Ground force/Air Force/naval force activity should be reported via SPOTREP, however don't feel constrained by the report format if additional observations or comments are warranted.

- **Battle Damage Assessment (BDA):** A BDA provides battle damage assessment either from your unit's fire/CAS missions or previous missions in your AO. Use a Shelling Report (SHELREP) format if receiving or observing enemy indirect fire; a SHELREP will provide pertinent information to higher regarding:
 - The type of fire received or observed.
 - Duration of fire.
 - Estimated bearing and distance of firing unit.
 - Any battle damage sustained.

Unit Patrolling: Patrol Reports are an invaluable source of information for intelligence since all Marine units conduct patrols. The S-2 should provide the patrol leader with a copy of the unit's Standard Operating Procedure (SOP) patrol report during the pre-mission intelligence brief. These reports serve to aid the patrol leader's observations during the patrol and assist in remembering details during the patrol debrief. The patrol report should not replace a detailed patrol and communication log but should augment them with information specifically requested by higher.

Intelligence: Roles and Responsibilities (Continued)

Report Examples (Continued)

Electronic warfare is a tactic that is being seen more frequently, even against less sophisticated threats. Report these types of attacks preferably over wire communication or face-to-face, but if necessary over an alternate, secure radio frequency. Use the Meaconing, Intrusion, Jamming, and Interference Report (MIJIREP) or Frequency Interference Report (FIRREP) formats.

- **Meaconing, Intrusion, Jamming, and Interference Report (MIJIREP):** Used to provide a detailed report regarding any intentional attack or interference on friendly communications or GPS signals.
- **Frequency Interference Report (FIRREP):** Provides only the most essential elements of the MIJIREP and decreases transmission time.

Miscellaneous Observations

- **Weather.** Report discrepancies between weather briefed and weather encountered and its effects on:
 - Friendly operations.
 - Aircraft.
 - Vehicles.
 - Equipment (specifically weapon systems).
 - Personnel.
 - Estimated effect on enemy operations.
- **Terrain.** Report discrepancies between terrain briefed, terrain seen on maps/imagery, and the actual terrain encountered, such as:
 - New hazards to navigation.
 - Effect on friendly operations.
 - Estimated effect on enemy operations.

Summary

Understanding how the Marine Corps' intelligence doctrine supports combat operations will provide insight into how intelligence and information support operations at the company and platoon level. Additionally, it gives you a greater knowledge of your role in the intelligence process. When you know how to exploit the intelligence and information on the enemy, weather, and terrain, you will be able to accomplish your mission.

References

Reference Number or Author	Reference Title
MCDP 2	Intelligence
MCWP 2-1	Intelligence Operations
MCWP 2-12	MAGTF Intelligence Productions and Analysis
MCO 3461.1	Enemy Prisoners of War, Retain Personnel, Civilian Internees and Other Detainees
MCRP 3-11.1A	Commander's Tactical Notebook

Glossary of Terms and Acronyms

Term or Acronym	Definition or Identification
ACE	Air combat element
AO	Area of operations
ATARS	Advanced tactical airborne reconnaissance system
BDA	Battle damage assessment
CI	Counterintelligence
COA	Course of action
COMINT	Communications intelligence
COMSEC	Communications security
CONTACTREP	Contact Report
DF	Direction finding
DS	Direct support
EA	Electronic attack
EP	Electronic protect
ELINT	Non-communications signals
EMLCOA	Enemy's most likely course of action
EPW	Enemy prisoner of war
ES	Electronic support
EW	Electronic warfare
FIRREP	Frequency Interference Report
FMTU	Foreign military training unit
GCE	Ground combat element
GS	General support
GSP	Ground sensor platoon
HUMINT	Human intelligence
IIP	Imagery intelligence platoon
IMINT	Imagery intelligence
IR	Intelligence requirements
I&W	Indications and warning
ITG	Initial terminal guidance
LAR	Light armored reconnaissance
LP	Listening post
LTIOV	Last time information is of value
MAGTF	Marine Air Ground Task Force

